Nova Scotia Labour & Workforce Development
Business Plan

2008-2009

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I. MESSAGE FROM THE MINISTER

I am very pleased to present the 2008-2009 business plan for the Department of Labour and Workforce Development.

The creation of a new department focused on labour and workforce development sends a strong message to Nova Scotians. It underlines government's commitment to strengthening workplaces and to building a competitive workforce. It also demonstrates that building safer, healthier communities and educating to compete are priorities government is pursuing in an active, progressive way.

The Department of Labour and Workforce Development will contribute to safe, productive workplaces and help build a highly-skilled, competitive workforce. It will also support Nova Scotia employers by helping them offer leading edge working conditions and opportunities for skill development – conditions that will make workforce recruitment and retention easier and more productive.

The department is also responsible for enforcing regulations on much of the equipment, products and services Nova Scotians use on a daily basis, including things like elevators, fuels and gas, boilers, firefighting services, alcohol and gaming. Our work touches on almost every aspect of Nova Scotian's lives, both at work and in the community.

As the new department launches its combined activities, the provincial government is also continuing negotiations with the federal government for the transfer of the Labour Market Development Agreement (LMDA) and a new Labour Market Agreement (LMA). Once we finalize these agreements, the Department of Labour and Workforce Development will take the lead to develop a more fully integrated workforce development architecture that will enable us to serve our clients even better through more efficient, coordinated, and targeted services.

The departmental business plan outlines the vision and priorities for the new department and the strategies that will get us there. Our mandate is to:

- Promote safe and healthy workplaces/work practices and safe facilities and equipment
- Promote employment standards, such as fair processes for wage compensation, effective labour management relations and fairness for injured workers; and protect the interests of pension plan members.
- Enhance access and supports for Nova Scotians to ensure their meaningful employment and active participation in the workforce and their communities.
- Research and provide information to increase awareness, inform on best practices, and help develop solutions to labour market realities.

- Develop meaningful and effective engagement with employers and other stakeholders to effect change.

This mandate will direct government's efforts as we work with employers, industry, labour, educational institutions, community organizations and the general public to develop a safe, healthy community, a world-class workforce and leading edge employment conditions. With a renewed focus and a broader base of support, we can work together to expand and strengthen our labour market and create winning conditions and a thriving economy in Nova Scotia.

Mark Parent
Minister

Margaret F MacDonald
Deputy Minister

Vision and Mission

Nova Scotia Labour ensures the workforce is competitive by making strategic investments in people, programs, services and partnerships, and contributes to a fair, equitable, safe, productive and inclusive environment in which to learn, work and live.

Nova Scotia Skills and Learning creates winning conditions for the social and economic well-being of the workforce by developing and growing opportunities, promoting lifelong learning, fostering economic stability, and ensuring the safe and fair treatment of all working Nova Scotians.

Link to the Corporate Path 2020-The New Nova Scotia

In its Speech from the Throne, the Government of Nova Scotia outlined its vision for the future of our province.....The New Nova Scotia. Under this vision, all Nova Scotians will have opportunities to succeed: there will be safe streets and communities, world-class health care and education, and a vibrant economy with a bright future. The New Nova Scotia will take a "green" approach to its economic development and daily decision-making and it will be a province in which everyone, people and governments alike, will appreciate and understand that living within our means is crucial to sustained growth. The New Nova Scotia is a place where people stay to build careers, raise families and realize their dreams. It is a place where proud and determined people work hard to ensure that their province secures its rightful place in confederation.

Guided by Opportunities for Sustainable Prosperity (the Province's economic plan) and the Social Prosperity Framework (its social plan) government outlined five immediate priorities for 2008-2009 that will lead the province along the path to The New Nova Scotia.

One of these five priorities is **Educating to Compete**.

A key driver of the Educating to Compete priority is the recognized need to address the challenges now facing the Province's workforce....challenges that will be even greater in the near future; challenges that can only be met by a skilled and educated workforce, ready to compete in the economy of the 21st century.

The new department supports workplace training in providing, with its partners, workshops and training on the prevention of violence in the workplace and the internal responsibility system. The Department has worked in training on its systems and practices in almost all aspects of its work. It will continue to promote education to ensure that when businesses close, employers are given the skills to compete for new jobs and remain in the workforce.

The Speech from the Throne indicated that "Recent losses in our manufacturing sector have seen good-paying jobs disappear. Our government is helping these distressed workers through a new and often difficult chapter in their lives."

• A fully integrated labour market development model will better align training and skills development with current and future economic needs and provide broader funding support.

• Initiatives such as raising the number of certified tradespeople through apprenticeship training will help meet growing industry demands and ensure that Nova Scotians have access to high-quality programs and trade services.

• Educating to compete means capitalizing on the skills and ideas of newcomers to our province and providing opportunities to lure expatriates back home.

• Recruitment, retention, repatriation, and retraining strategies will encourage more people to come and work in the province.

• To attract nationally and internationally trained professionals and skilled workers to Nova Scotia, we must make it easier and faster for people to become licensed in their fields of expertise. Legislation will be brought forward this spring to ensure fair access to regulated professions.

• A new immigration agreement with the federal government removes restrictions on the number of people the province is able to nominate for residency, making it easier and faster for temporary foreign workers to enter Nova Scotia. The Department is actively working with other jurisdictions to develop information for temporary foreign workers on their basic rights in Nova Scotia, in several languages.

Another of the key Government priorities is **Safer, Healthier Communities and Reducing Wait Times**

- The department strives to promote safer workers and workplaces through prevention and regulation of Occupational Health and Safety and Public Safety, which helps to keep citizens healthier at work and using safe equipment. The department also promotes strong labour standards, ensuring fair work, wages, and benefits which contribute to the well being of our citizens, especially those most vulnerable in today's workforce.

- The department is working in partnership with the Department of Community Services on the Poverty Reduction Strategy to alleviate, prevent and reduce incidents of poverty. The work of the Minimum Wage Review Committee and programs such as the financial hardship provisions in Pensions Benefits assist people in bridging through transition periods.

- The focus on prevention and reduction of injuries on the job through Occupational Health and Safety in conjunction with the Workplace Safety and Insurance System, helps to lead to shorter wait times and reduced strain on the health care system over the longer term.

The creation of a new Department of Labour and Workforce Development was cited in the Speech from the Throne as the vehicle by which the Province would focus on these challenges and opportunities.

The 2008-2009 business plan for Labour and Workforce Development is written in two chapters. Strategically linking all the functions of the new department will be a key task in the new fiscal year.

II. LABOUR MARKET TRANSITION TEAM

A. Core Business Area

Labour Market Transition Team

The Labour Market Transition Team is a project based initiative that has been formed within the department to respond to the federal government's expressed interest in seeing an improved labour market architecture. This will be accomplished through the design and delivery of $ 14 million dollars annually in new Labour Market Agreement programming, and through the offer to devolve responsibility for the active employment measures funded through the Employment Insurance program.

B. Priority

Develop and be ready to implement systems, structures, and supports necessary to transition the federal EI training programs and the Labour Market Agreement to the department.

Currently delivered by Service Canada, this $80+ million dollars in annual programming supports eligible unemployed Nova Scotians to make transitions back into the labour market. Devolution of the programs from the federal government will mean a transfer of the delivery of these programs to provincial responsibility. Through this transition, L&WD will have the opportunity to reduce overlap and duplication between programs, create more efficient and effective work force development programs and services, and help ensure that Nova Scotians have access to the supports they need to maximize their participation in the labour market.

The Labour Market Transition Team will oversee the implementation elements of any Labour Market and Labour Market development agreements reached between Nova Scotia and Canada. Among a wide range of responsibilities this will include leadership in the transfer of federal HR resources, the movement of existing employment programming including the development of new relationships with community based agencies, service delivery and program design, the development of a new IT system to support delivery and accountability tracking, and ensuring the protection of privacy for the clients of Service Canada and LWD.

III. LABOUR DIVISIONS AND ALCOHOL AND GAMING DIVISION

A. Planning Context

The Department is mandated to protect the things that are important to Nova Scotians - public health and safety, fair workplaces and protection of consumers, while at the same time contributing to the creation of a competitive business climate. This mandate is based on the understanding that economic strength is an essential condition for a healthy workforce.

The legislative mandate of the department is reflected in a diverse framework of over 22 acts and many regulations, as well as in the non-regulatory compliance tools it undertakes with its partners and stakeholders. These laws are supplemented by government strategic initiatives that relate to the mandate of the department, such as the *Better Regulation Initiative*, the *Competitiveness and Compliance Initiative*, the *Workplace Violence Prevention Strategy*, the *Gaming Strategy*, and the *Strategic Plan for the Workplace Safety and Insurance System*. The department relies heavily on public education, communications, and the application of "best practice" instruments to help accomplish its mission. The department organization is outlined in ***Appendix A.***

Challenges:

- Having a broad regulatory mandate requires Labour and Workforce Development to reconcile competing priorities and focus on key areas to maximize resources and impact;

- Labour and Workforce Development's responsibilities are multi-dimensional, and cut across divisional, departmental and jurisdictional lines, providing staff with the challenge of operating horizontally with other departments and levels of government to address jurisdictional and service issues;

- An increasing number of partnerships are necessary to ensure that there is shared ownership and involvement in addressing key issues, with the ensuing challenge of providing resources to support these partnerships;

- An aging workforce will place an increased burden on pension services, and legislative changes and court decisions in other jurisdictions will continue to impact Nova Scotia;

- Changing demographics create a significant need for succession planning to ensure workplace continuity;

- Greater flexibility is demanded in employment relationships to meet work-life balance expectations and enhance recruitment initiatives;

- A large proportion of NSLWD's workforce is concentrated in the three inspectorates (Occupational Health and Safety, Alcohol and Gaming, and Public Safety); there is a need to build knowledge, skill and capacity to meet new challenges and to ensure necessary tools are in place to allow them to work effectively;

- Changes to the Technical Safety legislation, *Gaming Control Act* regulations for ticket lotteries and revised regulations on underground mining will create new challenges for the Department's inspectorates; and

- The adjudicative tribunals reporting to the legislature through the Minister and the Industrial Relations Officers providing conciliation/mediation services can only be effective if their clients accept that they have an arm's length relationship with the

Department. The integrity of their processes must be guarded through the adherence to strict rules of confidentiality and maintenance of their neutral status.

Opportunities:

- There are new tools to support decision-making within the department, such as an activities tracking system, which will help direct policy and planning for the future;
- The tight labour market provides an opportunity to support employers who adopt best practices and make improvements to their workplace environment;
- Immigration and movement of people in and out of the province means the department will have to be flexible in providing services and information to diverse groups of workers; and
- Opportunities abound for sharing resources with other levels of government, and working towards policy coherence.

The planning context for the Department is based on the following principles:

(1) Interconnectedness: The economy drives much of what the department does. Workplace initiatives must take into account economic consequences, and vice versa.

(2) Sustainable prosperity: Sustainable workplaces and sustainable economic growth recognize the economic value of the province's human capital that is essential to Nova Scotia's long-term competitiveness.

(3) Shared responsibility: Safe workplaces are a shared responsibility of all levels of government, the private sector, and all citizens of the province.

(4) Innovation: Innovative solutions and technological changes are key to streamlining processes and freeing up staff time to address new issues and challenges.

(5) Continuous Development of our People: One of the key challenges of the department continues to be the delivery of a highly complex and specialized mandate in the face of increasing labour market shortages for skilled and knowledgeable workers. The department will remain focused on four Human Resource development areas: Career Development, Work/Life Balance, Recognition and Leadership. The department's Strategic Human Resource Plan is outlined in ***Section G***.

B. Strategic Goals

1. Manage and build the capacity of our human resources to prepare for succession planning and leadership roles within the department.

2. Promote safe and healthy workplaces and practices, and safe facilities and equipment.

3. Promote employment standards, fair processes for wage compensation, effective labour-management relations, fairness for injured workers, and protection of the interests of pension plan members.

4. Protect the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, distribution of film products and video games, and enforcement of the *Smoke free Places Act* in Nova Scotia.

C. Core Business Areas

1. Public Safety & Occupational Health and Safety

Promotes safe and healthy workplaces and safe facilities and equipment, through both regulatory and non-regulatory means, by developing and enforcing safety standards, and providing related educational and consulting support, through the following programs:

- building and equipment safety;
- fire safety; and
- occupational health and safety.

2. Employment Standards, Labour Services, Workers' Advisers and Pensions

Promotes employment standards, fair processes for wage compensation, effective labour-management relations, and fairness for injured workers and protection for the interests of pension plan members through the following programs:

- labour standards;
- conciliation services;
- mediation services;
- workers' advisers program; and
- pension regulation.

3. Alcohol, Gaming, Theatre and Amusements Regulation

Protects the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, distribution of film products and video games, and enforcement of the *Smoke free Places Act.*

4. Support for Agencies, Boards, Commissions and Tribunals

Assists the Chairs and members in the thirteen agencies, boards, commissions and tribunals, established pursuant to legislation administered by Labour & Workforce Development, to fulfill their statutory mandates by:

- ensuring that appointments to these entities are carried out in accordance with Provincial procedural standards and with applicable statutory and operational requirements,
- providing resources to implement Agency, Board and Commission policy and procedures, and
- participating effectively in inter-jurisdictional discussions related to policy and programs within the domain of these entities.

A list of the departments' agencies, boards, commissions and tribunals as well as key committees is included in **Appendix B**.

D. Priorities

1. Promote safe and healthy workplaces/work practices and safe facilities and equipment

- Improve the overall safety of Nova Scotia workers through an integrated and strategic approach to workplace safety that includes:

  - effective initiatives on accident prevention, the internal responsibility system and ergonomics developed collaboratively with the Workers Compensation Board and other Workplace Safety and Insurance System partners;
  - improved compliance with existing laws;
  - continuing the roll out of the multi-year plan for Occupational Health and Safety including responding to recommendations from the OHS Advisory Council for improvement in the internal responsibility system and the updated Underground Mining Regulations,
  - introducing Liquified Natural Gas Regulations and additional Summary Offence Regulations;
  - ongoing development and refinement of occupational health and safety regulatory and non-regulatory instruments focusing on priority issues: ergonomics, fall protection, traffic safety and occupational health
  - consultation with stakeholders on changes to the Workplace Hazardous Materials Information System (WHMIS);
  - continued collaboration with the federal government and other stakeholders in delivering our programs; and
  - consultation with stakeholders on revisions to the Offshore Accord Act.

Measures:
Annual percentage of targeted inspections where an occupational health and safety order is not issued will be 40.0% or greater in 2008-2009.

Average five-year composite duration of Workers' Compensation lost-time claims will be maintained or decreased compared to the Atlantic Canada average in 2007-08.

- Improve public safety by increasing the effectiveness and efficiency of regulatory programs related to equipment safety by updating legislation. In 2008-2009 this will include working with stakeholders to modernize and streamline the legislation.

- Develop a framework with the Skills and Learning Branch to ensure training and compliance promotion for the licensing and certification of skilled trades reflects best practices and improves safety for Nova Scotians.

- Continue to consult with stakeholders on Fire Safety alternative compliance regulations for multi-occupant buildings and work with the fire services, municipalities and fire training community to improve access to training and support for fire protection services across the province.

- Improving activity tracking systems by enabling electronic access to client records by inspectors in order to improve the quality and timeliness of client interactions. In 2008-2009 this work will focus on the Alcohol and Gaming Division in addition to continuing in the Occupational Health and Safety Division.

Measure: percentage of inspectors that have electronic access to client records in 2008/2009.

- Continue to work with Conserve Nova Scotia and other stakeholders to establish prescriptive energy and water conservation measures as amendments to the NS Building Code Regulations.

- Implement amendments to the National Building and Plumbing Code based on results of stakeholder consultations.

- Continue to ensure that the risk management model, for inspections of elevating devices, is functioning as intended.

Measure: Annual number of incidents reported involving injury from elevators and lifts per 100 units licenced in NS will be at or less than 0.56/100 in 2008- 2009.

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2. Promote employment standards, fair processes for wage compensation, effective labour-management relations and fairness for injured workers; and protect the interests of pension plan members

- Build capacity of labour mediators in the provincial, federal and territorial jurisdictions by participating in the Canadian Association of Administrators of Labour Legislation (CAALL) Advisory and Working Committees and by initiating an intership program for future conciliators as part of the succession planning initiative in the Labour Services Division.

- Initiate an internship program for future conciliators as part of the succession planning initiative in Labour Services.

- Support the Arbitration Advisory Committee which advises the Minister on the development and maintenance of the list of arbitrators from which Ministerial appointments are made to resolve grievance disputes pursuant to the *Trade Union Act.*

- Continue fair and effective labour management relations by appointing neutral third parties who provide mediation or adjudicative services for resolving employment or labour related disputes.

- Maintain service delivery response times for Labour Standards complaints; continue to implement the divisional compliance strategy; continue to update standards as required; support the work of the Minimum Wage Review Committee and administer the *Retail Business Designated Day Closing Act*.

Measure: Average time for Labour Standards complaints to be assigned to an officer will be within 14 calendar days in 2008-2009.

- Ensure that the Workers' Advisers Program maintains existing service levels to injured workers and participates in initiatives under the strategic plan for the Workplace Safety and Insurance System (WSIS).

Measure: Average response time for Workers Advisers Program service for injured workers seeking legal advice and representation will be within 4 weeks in 2008-2009.

Measure: Percentage of clients satisfied with WAP service at the time of case closure will be at least 80% in 2008-2009.

- Maintain existing service response times for the conciliation requests as required by the *Trade Union Act*; continue to offer Preventative Mediation Programs to promote harmonious labour relations; and review and evaluate two new processes under the *Trade Union Act* related to the duty of fair representation and expedited arbitration.

Measure: Percentage of working time lost per year due to strikes and lockouts in NS will be lower than the annual national average in 2008-2009.

- Participate in the Canadian Association of Pension Supervisory Authorities Projects relating to the development of a model pension law and a revised reciprocal agreement between pension regulators.

- Support the work of the Pension Benefits Review Panel as it consults with stakeholders on a full review of the pension legislation currently in place.

Measure: Percentage of registered plan members covered by pension plans that are 100% funded will be 65% or higher in 2008-2009; all others will have a strategy for full funding within 5 years.

3. **Protect the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, distribution of film products and video games, and enforcement of the *Smoke-free Places Act* in Nova Scotia.**

- Implement amendments to the *Gaming Control Act* to provide greater player protection and ensure fairness in our ticket lottery systems.

- In accordance with the Nova Scotia Gaming Strategy, assist in developing new gaming initiatives to improve the charitable sector's fund raising capabilities within the Province.

- Oversee the completion of a socio-economic study of gambling in Nova Scotia to assess the social and economic impacts associated with gambling in the province.

- Enhance investigation and enforcement to meet increased service demands resulting from the *Smoke-free Places Act*, Liquor Licensing Regulation amendments, cooperation with local police forces on safe communities, and training and succession planning.

- Consult and collaborate with the law enforcement community to ensure that only legal and controlled gaming products are available in Nova Scotia.

Measure: Percentage of licensees inspected per year that are in compliance with the acts and regulations will be 95% or greater in 2008-2009.

IV. SKILLS AND LEARNING DIVISIONS

A. Planning Context

The Planning Environment

The priorities of the New Nova Scotia to create winning conditions, seize new economic opportunity and building for individuals, families and communities remains a priority for this branch. Education must be recognized as a lifelong endeavour; learning at all stages of life will maintain a strong workforce to support a prosperous, sustainable economy. As needs change, the branch must have a strong policy development and research capacity to address these current and emerging needs. Within this context, a number of key strategic issues and key challenges are identified.

Key Strategic Issues

Skilled and Knowledgeable Workforce

Over the next decade, declining population growth, an aging population, changing technology, and rising education and skill requirements will require new partnerships and creative approaches to skill development. The changing nature of work, society, the economy and technology require individuals to reach their potential by acquiring the knowledge, skills and attitudes needed in today's world.

Inter-Sectoral Issues

Many workforce development issues require cross-departmental and jurisdictional collaboration. It is imperative to find ways to work together with our stakeholders, including, government, employers, industry, labour and education/training institutions.

Accountability

The branch will continue to strengthen accountability at all levels. A key element of accountability is to ensure that standards of quality are established, measured and reported upon. These standards enable the system to measure its achievements and determine where improvements are required. It is important to monitor the performance and report the results to stakeholders.

Key Challenges

Demographic

The issue of the changing demographic in Nova Scotia is incredibly significant to the Skills and Learning Branch. Low birth rates, out-migration of younger workers, and high retirement rates result in a shortage of workers of different skill levels across Nova Scotia's economy. Given these factors are expected to continue to rise, Nova Scotia's labour force and the employers who engage them will face even greater challenges in the future. The branch is faced with the task of creating innovative, effective solutions to address this challenge.

Changing Nature of Work

The changing nature of work in Nova Scotia is due to 1) the adoption of new processes and technology, 2) the emergence of new businesses which have not previously operated in our economy and which require new skills, and 3) workers displaced from business closures who now need to be re-skilled. Nova Scotia is shifting from a goods-based to a service-based economy. As this occurs, employers often find that many of the available workers don't have the skill sets they need for the new jobs. As the many partner agencies of the branch strive to attract businesses to Nova Scotia, the branch must strive to ensure that the labour force has the right skills to fulfill the needs of those employers.

Literacy and Learning

To become full participants in society, Nova Scotians need opportunities to learn throughout their lives. This requires a seamless, continuous learning system that responds to individuals regardless of life-stage. Learning begins at birth. Children and parents need to be provided with resources that support reading together; school age children need to be able to connect learning to their world; youth need to engage in learning opportunities that prepare them for the workplace and citizen engagement and adults need continuous opportunities to meet the ever increasing skill demands of a changing society.

Low literacy levels among working age Nova Scotians is a complex problem requiring complex and intensive responses. People with low literacy skills are less likely to vote, their health status is much lower, their risk of unemployment and poverty is much higher. Raising the skill level of those participating in the workforce and re-engaging those who are not is paramount to address

workforce challenges. Nova Scotia needs fully engaged citizens who are working to their potential.

Literacy is the foundation upon which all education and training is built. Without a solid foundation, continuous learning is not possible.

Productivity

The fourth imperative driving the actions of the Skills and Learning Branch is productivity. A shortage of skilled workers, regardless of cause, requires additional productivity from the existing labour force to meet the needs of the economy. Current levels of productivity are far too low to compete nationally or internationally. Both employers and employees must seek innovative solutions to productivity challenges.

Employer Adaptation

The final imperative facing the province and therefore shaping the actions of the Skills and Learning Branch is the need to have employers rethink and act to change the nature of the employment relationship and workplace culture. As the nature of the labour force changes, so too must the nature of employment. Businesses must be more productive in order to meet demand and be competitive. Given this, employers must be prepared to develop their productivity through training, competitive wages, and flexible working conditions. This will assist in changing the employment relationship by making it easier to attract and retain workers and by creating an employer culture that is more accepting of non-traditional workers (e.g., immigrants, persons with disabilities, aboriginals). The Skills and Learning Branch will attempt to engage Nova Scotian employers to assist them in meeting the demands of this new paradigm.

B. Strategic Goals

The branch's goals for 2008–2009 are focused on fulfilling the government corporate directions and are as follows:

1. Enhance access and supports for Nova Scotians to ensure their meaningful employment and active participation in the workforce and their communities.
2. Research and provide information to increase awareness, inform on best practices, and help develop solutions to labour market realities.
3. Develop meaningful and effective engagement with employers and stakeholders to effect change.

C. Core Business Areas

Skills and Learning has a broad mandate to work collaboratively with partners to design and implement policy, programs and services that support Nova Scotians, creating a province of lifelong learners and a world-class workforce.

Skills and Learning coordinates the implementation and integration of the Skills Nova Scotia Framework in conjunction with the Government of Nova Scotia's framework for Social

Prosperity, *Weaving the Threads: A Lasting Social Fabric*, and its strategy for economic growth, *Opportunities for Sustainable Prosperity*. The Skills Nova Scotia Framework is the corporate strategy to address the labour market issues related to productivity, increasing skill demands, and changing demographics. The framework goals provide the province with directions for policy and program development, interdepartmental coordination, integration and collaboration, federal/provincial negotiations and joint work related to labour market issues.

The branch is structured into four (4) Divisions as follows: Adult Education, Apprenticeship Training and Skill Development, Labour Market Partnerships, and Labour Market Development Secretariat.

1. Adult Education

The Adult Education Division coordinates educational programs and services for Nova Scotians 19 years of age and older. It contributes to social and economic development by enhancing the employability of adult Nova Scotians and by ensuring that adults have the necessary foundational skills, knowledge, and education credentials to make successful

labour market transitions, and to participate actively in the home, the community, and the workplace. Its primary initiative is the Nova Scotia School for Adult Learning (NSSAL), which was established in September 2001. NSSAL is an administrative body within the division that works with colleges, school boards, and community learning networks to deliver educational programs ranging from basic literacy to high-school completion (High School Graduation Diploma for Adults).

Programs supported by NSSAL are tuition-free for adults who meet the following criteria:

- 19 years of age and over,
- out of school one year or more, and
- do not have a Department of Education recognized high school diploma.

Adult Education has responsibility for the following areas:

- Adult literacy and basic education
- High school completion for adults – NS High School Graduation Diploma for Adults
- High school equivalency – GED certificate
- Family and parent-child literacy
- Prior learning assessment and recognition (PLAR)
- Education programs for targeted communities (incarcerated or in conflict with the law, women, seniors, Mi'kmaq, African-Canadian, Acadian, persons with disabilities)

2. Apprenticeship Training and Skill Development

The Apprenticeship Training and Skill Development Division leads the development and delivery of educational and training programs for the future and current Nova Scotia

workforce. It supports strategic human resource planning within industry and supports response initiatives for employees who are negatively affected by re-organization or by their workplace closing down. It is responsible for administering the *Apprenticeship and Trades Qualifications Act and General Regulations* and promoting compliance with the Act through enforcement measures. The division carries out its work in partnership with industry associations, labour organizations, employers, education/training institutions, and other government groups. The division formally supports industry engagement through the Provincial Apprenticeship Board and the Nova Scotia Partners for Workplace Education Advisory Committee.

Apprenticeship Training and Skill Development is responsible for the following areas:

- Apprenticeship training system
- Provincial Apprenticeship Board
- Training standards and examination development
- Interprovincial and provincial trade certification in 61 trade areas
- Workit Youth Apprenticeship Initiative

- Post-journey learning programs
- Workplace Education Initiative
- One Journey Work and Learn Initiative
- Worker Transition programs and supports
- Sector Engagement program
- Invest in Youth

3. Labour Market Partnerships

The Labour Market Partnerships Division acts as a catalyst for strategic investment in the skill development of the labour force by identifying opportunities and challenges that require response through the creation of timely policies, strategies, and initiatives. The division employs collaborative models to support strategic investment using a variety of methods including consultation, strategic planning, policy development, information collection and dissemination, research and analysis, and targeted initiatives.

Labour Market Partnerships is responsible for the following areas:

- Skills Nova Scotia Framework/Workforce Development Strategy
- Partnership to Support Industry/Employer Engagement
- Labour Market Information, Research & Analysis
- Career Development/Labour Market Information: Resources & Initiatives
- Targeted Labour Market Initiatives For Underemployed Groups
- Inter-governmental Relations (Federal-Provincial-Territorial)

4. Labour Market Development Secretariat

The Labour Market Development Secretariat provides policy support and coordination to

the Canada Nova Scotia Skills and Learning Framework (CNSSLF), a partnership between the Government of Canada and the Province of Nova Scotia to support skills and learning initiatives for Nova Scotians. In addition, the Labour Market Development Secretariat oversees strategic planning and policy initiatives for the Skills and Learning Branch.

The Labour Market Development Secretariat is responsible for the following areas:

- Supporting the governance structure including the executive, operating, priority, and service delivery committees of the CNSSLF
- Framework communications
- Coordinating the business planning and reporting process for the CNSSFL
- Coordinating strategic and action planning and implementation for the branch
- Supporting the branch administration and divisions in policy analysis and development

D. Priorities

1. Create innovative pathways and solutions in partnership with business, industry, labour, and education providers to remove barriers to access and increase participation in learning, particularly for Nova Scotians with low skills or education, high unemployment, and low income.

Adult Literacy and Basic Education

Within the Nova Scotia School for Adult Learning, funding, resources and practitioner training is provided to 30 community learning networks throughout the province to deliver one-to-one volunteer tutoring and Levels I, II and sometimes III of the Adult Learning Program (ALP). Several networks are dedicated to serving specific populations: African-Canadian, Mi'kmaq, Acadian and persons with disabilities.

Regional Planning Teams

Regional Planning Teams are located in six geographic regions across the province to support the work of the Nova Scotia School for Adult Learning. Chaired by the regional adult education coordinator, the teams consist of representatives from Service Canada, Departments of Community Services and Education, Community Learning Networks, Adult High Schools, Nova Scotia Community College (NSCC) and Université Sainte-Anne. The Regional Planning Teams work collaboratively to provide a comprehensive program delivery system for adults in Nova Scotia.

The teams have developed referral protocols, improved communication and coordination among partners /programs, and shared resources/professional opportunities for practitioners. This work provides adult learners in Nova Scotia with opportunities for seamless transitions among programs, acknowledgment of individual needs/ goals and a variety of options from basic literacy to high school completion or the world of work.

Tutor and Instructor Training and Certification Program

The Tutor and Instructor Training and Certification Program is delivered as needed in each region of the province, with an annual average of 200 participants province-wide. The course is delivered in a variety of formats and time frames for a total of 30 hours of instruction. The program was developed in 1989 and revised in 2000. There is a Participant Handbook and Facilitator's Guide. The manual includes 12 chapters on the following topics: reading, writing, spelling, grammar, math, science, human relations, assessment, resources and activities. The program supports community volunteer tutors, tutor-learner match coordinators and teachers who lack experience working with adults.

Health Literacy

Adult Education has partnered with the Department of Health (through primary health care transition fund) to implement a health literacy initiative with the regional health authorities to raise awareness among health care professional of adult literacy issues and the need for the health community to utilize clearer communications. The Division is also piloting a manual of health literacy theme material for use by community learning network practitioners in ALP Level ll.

High School Completion for Adults – NS High School Graduation Diploma for Adults

The Nova Scotia High School Graduation Diploma for Adults (NSHSGDA) is administered through the Nova Scotia School for Adult Learning (NSSAL). It is a 12-credit adult credential which recognizes a combination of credits obtained from the following two educational programs:

- Level IV ALP delivered by NSCC and Université Sainte-Anne, and
- Grades 11 and 12 Public School Program delivered by six regional school boards.

Curriculum

The Adult Learning Program (ALP) is an outcomes-based education program for adults who do not have a high school diploma. It is delivered in both English and French. The ALP consists fo four levels of courses, which range from basic literacy to high school graduation. Levels l and ll have been designed for adults who need to develop a broad range of literacy and mathematic skills. Level lll focusses on a variety of skills including essential skills and preparation for Level IV courses which can be used towards the graduation diploma for adults.

The following list outlines the main content areas of each level of ALP:
Level l
Communications, Human Relations and Mathematics
Level ll:
Communications and Mathematics
Level lll:
Communications, Mathematics, Science and Social Studies
Level IV:
Biology, Career Skills Development, Chemistry, Communications, Computer

Fundamentals, Global Geography, Global History, Introductory Sociology, Mathematics, Physics, Science and Technical Communications

High School Equivalency – GED certificate

Offered in Nova Scotia since 1969, the GED is an international high school equivalency testing program for adults. The GED comprises five tests: Language Arts Reading, Language Arts Writing, Mathematics, Social Studies and Science. Adults who pass all tests receive a high school equivalency certificate. Each year more than 1,200 Nova Scotians write the GED tests.

Family and Parent-Child Literacy

The division has the lead for family literacy. It administers the Family Learning Initiative Endowment Fund grant application process in partnership with the Halifax Youth Foundation. It supports the Read to Me! family literacy program which provides parents and newborns a gift bag which contains baby infant books and information (pamphlets, CD, video) on reading promotion.

Recognizing that investing in family literacy builds healthier families, economic potential and stronger communities, the division's Family Literacy Grant Program provides grants to organizations which offer literacy and learning opportunities for parents and care givers within a family context.

International Credential Recognition

Another aspect of recognizing prior learning includes assessing internationally educated adults. Presently, there is no government endorsed credential verification agency serving the Atlantic Region. The Council of Atlantic Ministers of Education and Training (CAMET) initiated a consultation process on the feasibility of an Atlantic Centre for International Credential and Competency Assessment and Recognition (ICCAR). The Director of Adult Education represents Nova Scotia on the interprovincial working group. The proposed business plan will be presented to the deputy ministers at the next scheduled CADMET meeting. The response from Deputy Minister's will indicate the next steps in moving forward.

Education programs for targeted communities (incarcerated or in conflict with the law, women, seniors, Mi'kmaq, African-Canadian, Acadian, persons with disabilities)

Mi'kmaq/Aboriginal Adult Education

The Adult Education Division (AED) of the Skills and Learning Branch partners with aboriginal communities across Nova Scotia to tailor the delivery of the Nova Scotia School for Adult Learning (NSSAL) adult learning program (ALP) to best suit the individual community. The ALP is usually taught in a multi-lingual environment and includes a transition process to assist students to move from ALP in their community into the ALP Level IV program at the Nova Scotia Community College (NSCC). This unique transition process includes:

- introduction and training for teachers regarding the ALP curriculum;
- visits by Mi'kmaq teachers to local NSCC campus to see how the ALP is being delivered there and how the community college system works;
- visits by NSCC teachers and Mi'kmaq Services Coordinator to aboriginal program to review its delivery, discuss best teaching practices for Mi'kmaq students and to plan for the effective transition of Mi'kmaq students into NSCC;
- test drive visit by Mi'kmaq ALP students to local NSCC campus for a tour and meeting with instructors and other students; and
- creation of a transition team which includes Adult Education, NSCC and Mi'kmaq teachers which will support the students through to completion of their high school diploma.

Seniors' Literacy and Learning

The division partners with the Department of Seniors to provide grants to community learning networks to deliver literacy and learning programs that help Nova Scotian seniors address basic learning needs.

Prior Learning Assessment and Recognition (PLAR)

The division has implemented prior learning assessment and recognition mechanisms that provide credit for the previous completion of formal learning, particularly post-secondary courses and apprenticeship certification.

Skills Development Agreement

The Province of Nova Scotia will continue to work with Service Canada to help EI eligible clients access skill development and training through the publicly funded college system. Funding will be provided for Nova Scotia School for Adult Learning and Apprenticeship Training for Apprentices students.

Labour Market Agreement

In 2007, the federal government announced that it wished to enter into a new federal-provincial Labour Market Agreement. This initiative is designed to help fill in gaps in the labour market by assisting those who are ineligible for training under EI or employed workers with low skills. At the provincial level there will be interdepartmental responsibility for designing and delivering programs which could include skills training (including literacy), workplace-based training, job readiness assistance, wage subsidies and employment services (assessment, counseling, planning). Initial discussions on signing this agreement are underway.

Labour Market Development Agreement

In 2007, the federal government announced that it wished to devolve responsibility for the active employment benefits and measures funded through the Employment Insurance program, which had, until this point, been co-managed between the Nova Scotia government and Service Canada under a Labour Market Development Agreement (LMDA). The LMDA helps eligible unemployed Nova Scotians make transitions back

into the labour market by providing individuals with employment services such as needs assessments, employment counselling, and preparation of return-to-work action plans. It also seeks to match local labour market demand and supply.

Apprentice Award Program

The department will implement an *Apprentice Award Program* for apprentices in Nova Scotia to defray the costs associated with apprenticeship training. The award will be payable from a trust fund. The division plans to leverage additional funds for the trust fund through promotion and collaboration with industry and government.

Aboriginal Apprenticeship and Trades Strategy

The division has partnered with the Nova Scotia Aboriginal community and the Aboriginal Human Resource Development Council of Canada in developing the Nova Scotia Coordinated Aboriginal Apprenticeship and Trade Strategy (NSCAATS). The strategy will establish a coordinated partnership and service platform supporting a continuum of initiatives aimed at increasing Aboriginal apprenticeship awareness, skills development, registration, program completion and employment in Nova Scotia.

2. Support the mobility of our labour force through policy development and inter-provincial collaboration.

Interprovincial Standards Red Seal Program

The Red Seal Program was established to provide greater mobility across Canada for skilled workers. Through the program, apprentices who have completed their training and certified journeypersons, are able to obtain a Red Seal endorsement on their Certificates of Qualification and Apprenticeship by successfully completing an Interprovincial Standards Examination.

The program encourages standardization of provincial and territorial apprenticeship training and certification programs. The Red Seal allows qualified tradespersons to practice the trade in any province or territory in Canada where the trade is designated without having to write further examinations. To date, there are 49 trades included in the Red Seal Program on a national basis.

Legislation permits provinces and territories to designate trades and develop apprenticeship programs for their own requirements. Thus, in excess of 300 apprenticeship programs are available across Canada. The Ellis Chart, a comparative chart of apprentice training programs across Canada, is produced by HRSDC in collaboration and consultation with the provinces and territories and provides training and certification details for all of these apprenticeable programs.

The program is administered in each province and territory under the guidance of the Canadian Council of Directors of Apprenticeship (CCDA). Each province and territory has an appointed Director of Apprenticeship for this purpose.

Fair Access to Regulated Professions Legislation

In the fall of 2007, Nova Scotia's Speech from the Throne committed to tabling legislation during the 2008 spring session that would streamline the credential recognition process for internationally educated professionals. The proposed legislation was drafted based on consultations with targeted stakeholders and analysis of other legislation. The proposed legislation will facilitate credential recognition by ensuring regulated professions have registration processes that are fair, objective, transparent and impartial.

Agreement on Internal Trade

Nova Scotia is signatory to the Federal/Provincial/Territorial Agreement on Internal Trade (AIT). This requires government regulators and other occupational regulatory bodies to set occupational entry to practice standards and/or registration conditions in such a way that enables any worker qualified for an occupation in one province/territory to be granted access to employment opportunities in that same occupation in all other provinces/territories. The department is working to remove remaining labour mobility barriers by April 1, 2009.

3. Coordinate the collection, analysis, and dissemination of labour market information and career planning information to address the needs of our partners and stakeholders.

Labour Market Information Strategy

The department will continue to conduct labour market research and analysis to address labour market information needs of Nova Scotians. Access to timely, reliable labour market information is essential for effective decision making by individuals, employers, trainers and educators, and governments. To meet this objective the department partners with stakeholders to develop data resources, analyze and assess data collected, and develops products and services for stakeholders.

Parents as Career Coaches

The department will continue with Parents as Career Coaches workshops. This is a three-session workshop offered at no charge to parents of all high school students across the province. The workshop helps parents to understand the labour market their children are entering and the role they play in guiding and supporting their children as they move from high school to post-secondary education or training into the workforce. PACC gives parents practical information and strategies and the chance to share their experiences and concerns with other parents. The fundamental aim of this program is to better assist youth in making informed and successful educational and career choices.

4. Promote the value of cooperative and apprenticeship initiatives to employers and increase their knowledge of human resource planning as a required business practice

Skills Nova Scotia Framework/Workforce Development Strategy

The collaborative efforts of all partners are key to developing a skilled and adaptable workforce. The branch will further engage industry, labour, and business in the Skills and Learning agenda of the province, to identify current and emerging issues facing the Nova Scotia labour market. The three overarching goals of the framework are: 1) Meet the skill needs of Nova Scotia's labour market; 2) Provide better labour market supports to Nova Scotians; 3) Strengthen Nova Scotia's system of lifelong learning opportunities. A new structure for implementing the Skills Nova Scotia Framework was developed. This structure is designed to provide more focused leadership in guiding the framework, better align resources, and promote and support collaboration among stakeholders.

Targeted Labour Market Initiatives For Underemployed Groups

In addition to ongoing partnerships with key stakeholders, the division is working to address key barriers to workforce participation for certain underemployed groups. The division has engaged in various business/industry forums and initiatives to encourage the sharing of information and the development of a foundation from which to find ways to partner together to move the skills and learning agenda of the province forward.

Workplace Learning

The department will continue to provide funding and support to assist business, industry, sector councils and labour organizations in workforce planning, learning and transition initiatives.

Lifelong learning in the workplace will also be supported through a number of initiatives including developing a business competencies endorsement program for certified journey persons, implementing an evaluation of workplace programs, providing professional development for workplace educators and implementing a mentor coach program.

Collaborative Apprenticeship Framework

Collaborative Apprenticeship is a new partnership that harnesses the strengths and capabilities of the Apprenticeship system by forging unique and innovative links among Employers, the Nova Scotia Community College, and Government for the purpose of meeting the skilled trades labour force needs in the province of Nova Scotia. The focus is on completing the full journey to trade certification and developing specific projects that respond to immediate labour market demand. A current pilot is underway with the motive power trades in central Nova Scotia and the cook trade in Southwestern Nova Scotia. More pilots are planned with the Construction Association of Nova Scotia. Furthermore, initial discussions are underway for a pilot project with the African Nova Scotia community.

Small Business Essential Skills Initiative

The department will implement a new small business essential skills curriculum. The majority of businesses in Nova Scotia have less than 20 employees. There are many essential skills important to small business, particularly in the context of effective business management practices. Small business owners/operators may find attaining these skills for themselves or their employees to be a challenge because they do not have the funds or time to invest in training.

Invest in Youth

The department will develop a long-term strategy for Invest in Youth. Many employers in Nova Scotia are facing a shrinking workforce due to upcoming retirements or growth plans that will overwhelm current staffing levels. Invest in youth was launched to assist employers connect with youth in order to develop its future workforce. Currently, over 6000 employers have signed onto the Invest in Youth database.

E. Performance Measures for 2008-2009

Outcome: Nova Scotians achieve trade certification & increase their employability

Measure	Baseline Data	Data	Target (2008-09)	Strategies
Number of Nova Scotians receiving certification through Apprenticeship Program	719 (2004-05)	759 (2005-06)	725	Trade Specific upgrade Training Youth Apprenticeship Apprenticeship Essential Skills Initiative Marketing Strategy

Outcome: Nova Scotians have access to workplace/workforce education

Measure	Baseline Data	Data	Target (2008-09)	Strategies
Number of businesses participating in workplace /workforce programs	50 (2005-06)	Not yet available	58	Development of Workplace Education and Workforce Adjustment Programs
Number of Workplace/Workforce programs delivered	123 (2005-06)	Not yet available	135	
Number of Workplace/Workforce participants	1200 (2003-04)	1220 (2004-05) 1430 (2005-06)	1300	

Outcome: Nova Scotians have access to adult education

Measure	Baseline Data	Data	Target (2008-09)	Strategies
Number of adult learners enrolled in literacy and upgrading programs through the Nova Scotia School for Adult Learning	4561	Not yet available	Increase over baseline	Administration of the Nova Scotia School of Adult Education Administration of the Community Learning Initiative Make education and training more relevant to the emerging skill needs of learners and employers Increase the post-secondary education and training system's capacity to respond to emerging labour market needs Promote lifelong learning through the development of a learning culture

V. Human Resource Strategy

Since 2004, the Government has conducted employee surveys which have become the impetus for change in the public service. This, coupled with a shrinking labour market and increased competition for skilled and knowledgeable staff, makes it necessary for the Department to remain focused on initiatives that support attraction and retention and build human resource capacity. The following outlines the initiatives under department's Strategic Human Resource Plan which serves as the foundation for operationalizing the Corporate HR goals of being a preferred employer; providing a safe and supportive workplace, having a diverse workforce; being a learning organization and making a difference through a skilled, committed and accountable public service.

Career and Workforce Planning
A two-phased pilot implementation of the Workforce Planning and Career Development process has been successfully completed. The Department will continue to sustain this process on an ongoing basis and address recruitment, retention and capacity building needs by identifying best practices, providing tools and supports as well as continued program development and refinement. The objectives include things such as: ensuring consistent implementation of the performance appraisal process, providing mentoring/coaching and career planning, providing development opportunities, promoting diversity and equality during the hiring process, and human resource planning to address future staffing needs.

Healthy Workplaces
The Healthy Workplaces Program (HWP) will continue to support and integrate corporate HWP policy, programs and activities with the underlying goals of providing departmental health and

wellness programming that will contribute to a supportive workplace. The objectives of the Department include such things as: review and evaluation of wellness initiatives, and encouraging the support and management of work/life balance issues.

Employee Recognition
The Department's Recognition Initiative seeks to provide effective programs and tools to recognize and value staff's contributions to departmental operations and to ultimately maximize employee engagement and organizational excellence. Its goals are to provide a variety of formal and informal recognition opportunities and implement initiatives that ensure employees receive informal recognition of good performance and formal recognition of outstanding achievement.

Diversity Management
The Diversity Initiative focus is on assessing the diversity climate of the Department, developing and implementing a strategy to meet department and corporate diversity objectives and identifying ways to measure progress so that we become a diverse workforce that truly represents the public which we serve. The goals are to increase visibility and promotion of a diverse work place, providing awareness training and development opportunities, encouraging employee participation in diversity initiatives, and encouraging partnerships and collaboration that advance the creation of an inclusive, diverse culture.

Leadership
As identified in the Employee Survey results and further through department focus groups, leadership confidence will be strengthened through the implementation of the programs, processes, training and development activities with the key objective of improving confidence in the core competency areas of decisiveness, strategic orientation, development of people, team leadership, achievement orientation, self-confidence, impact and influence and relationship building, human resource and financial management.

French Language Services
Implement in collaboration with the Office of Acadian Affairs, NSLWD's multi-year action plan to enhance the department's capacity to deliver French language services to its clients. Priorities for 2008-2009 include:

- increase employee awareness of the provincial government's commitment to provide French language services, and promote interest and involvement in service delivery;
- explore opportunities to address French language community needs;
- continue to build departmental capacity to provide service in French through employee training in the French language.

Measure: Overall compliance with the policies and procedures that govern the workplace and French Language Training will be 80% or greater in 2008-2009.

VI. Financial Management, IT and Communications

Labour and Workforce Development recognizes the need to provide staff with the tools they need to effectively manage their work and to provide our clients with timely access to information. The department has implemented the Activity Tracking System in the Occupational Health and

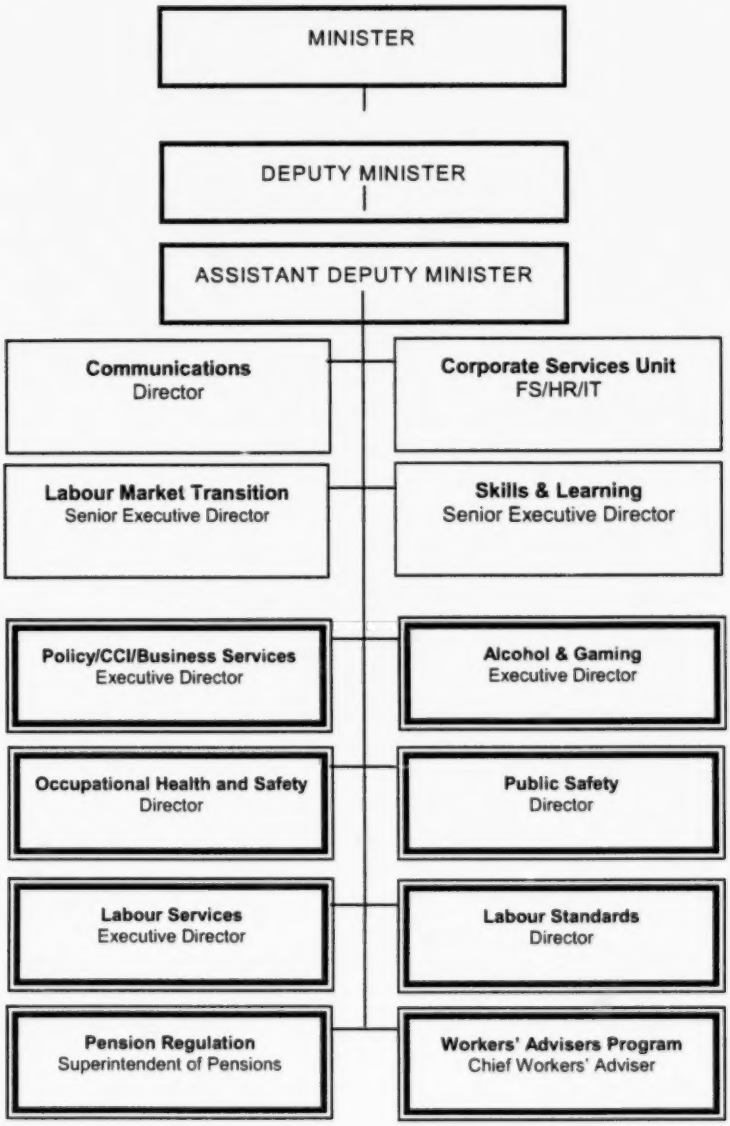
Safety division that provides excellent statistics and feedback to staff in the field.

The department will develop its go forward plan for the primary business functions, communications and information needs of the department. With the establishment of a common approach to certain activities the department will significantly increase its capacity to manage these activities effectively.

VII. Budget Context

Labour & Workplace Development	
Program and Service Area	*Budget 2008/09*
	$62,443
Ordinary Revenues	*$3,274*
TCA Purchase Requirements	*$0*
Net Program Expenses	
Administration	*$1,230*
Policy, CCI and Business Services	*$581*
Skills & Learning Branch	*$33,483*
Workers' Advisers Program	*$2,461*
Alcohol & Gaming	*$5,704*
Public Safety	*$3,914*
Occupational Health & Safety	*$8,299*
Labour Services	*$1,462*
Boards & Commissions	*$1,485*
Labour Standards	*$1,252*
Pension Regulation	*$341*
Information & Business Services	*$2,231*
Total Net Program Expenses	*$62,443*
Funded Staff (FTEs)	*318*

Appendix A: Organizational Chart



Appendix B: Agencies, Boards, Commissions, Tribunals and Committees

13 Agencies, Boards, Commissions and Tribunals

- *Apprenticeship Board*
- *Construction Industry Panel*
- *Crane Operators Appeal Board*
- *Elevators and Lifts Appeal Board*
- *Film Classifiers*
- *Fire Safety Advisory Council and Fire Safety Appeal Board*
- *Fuel Safety Board*
- *Labour Relations Board*
- *Labour Standards Tribunal*
- *Occupational Health and Safety Advisory Council*
- *Occupational Health and Safety Appeal Panel*
- *Power Engineers and Operators Board*
- *Workers' Compensation Board*

6 Committees

- *Arbitration Advisory Committee*
- *Crane Operators Examination Committee*
- *Fire Services Advisory Committee*
- *Minimum Wage Review Committee*
- *Nova Scotia Building Code Advisory Committee*
- *Power Engineers and Operators Committee*

Appendix C: Performance Measures

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	STRATEGIC ACTIONS TO ACHIEVE TARGET
Core Business Area: Public Safety and Occupational Health and Safety					
A safe work environment	annual percentage of targeted inspections where an occupational health and safety order is not issued	43.5% (2001) 57.5% (2002) 52.5% (2003) 36.0% (2004) 40.0% (2005) 33.5% (2006)	maintain or exceed 40%	achieve a minimum of 70% by 2015	- work with the Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system
	annual average number of new registered Workers' Compensation Board loss time claims per hundred estimated WCB registered employees, compared to the national average	3.36 claims / 100 WCB employees NS 3.52 National (2000) 3.24 NS 3.33 National (2001) 3.11 NS 3.13 National (2002) 3.04 NS 2.90 National (2003) 3.13 NS 2.73 National (2004) 3.03 NS 2.68 National (2005) 2.80 NS 2.64 National (2006)	maintain or decrease the number of WCB loss time claims compared with the national average	maintain or decrease the number of WCB loss time claims compared with the national average	- work closely with Workers' Compensation Board to identify high accident firms, sectors and types of accidents - work with the Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system

OUTCOME	MEASURE		ANNUAL TARGET	ULTIMATE TARGET	STRATEGIC ACTIONS TO ACHIEVE TARGET
A safe work environment (cont)	*average five-year composite duration of Workers' Compensation lost-time claim compared to the Atlantic Canada average*	*)* *)* *94.18 days NS* *88.41 days AC (2002)* *100.46 days NS* *89.50 days AC (2003)* *107.74 days NS* *94.91 days AC (2004)* *114.14 days NS* *93.01 days AC (2005)* *105.26 days NS* *91.74 days AC (2006)*	*maintain or decrease the average number of compensable days relative to the Atlantic Canada average*	*maintain or decrease the average number of compensable days relative to the Atlantic Canada average*	*- work closely with Workers' Compensation Board to identify high accident firms, sectors and types of accidents* *- work with Workers' Compensation Board to increase OH&S promotion and education* *- continue to develop a targeted risk-based inspection system*
Safe public places	*annual number of incidents reported involving injury from elevators and lifts per 100 units licensed in the province*	*0.56 incidents per 100 units licensed (2000 - base year)* *0.61/100 (2001)* *0.23/100 (2002)* *0.80/100 (2003)* *0.63/100 (2004)* *0.71/100 (2005)*	*maintain or decrease incident rate at or below base-year measure*	*maintain or decrease incident rate at or below base-year measure*	*- ongoing consultation with industry* *- targeted inspections* *- enforcement* *- training of emergency responders on safe rescue procedures.*

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	STRATEGIC ACTIONS TO ACHIEVE TARGET
Core Business Area: Employment Standards & Labour Services & Pensions					
Efficient and effective client service	*average time for Labour Standards Code complaints to be assigned to an officer*	*7.49 days (2005-06) baseline* *4.23 days (2006-07)*	*complaints are assigned to an officer within 14 calendar days*	*complaints are assigned to an officer within 14 calendar days*	*- streamline Labour Standards Code complaint intake system* *- refresh and upgrade technology* *- coach , train and oversee staff and their performance* *- recognize staff contribution* *- track assignment times and communicate to staff* *- ensure staff have opportunities to suggest improvements to streamline processes*
	average Workers' Advisers Program service response time (weeks) for injured workers seeking legal advice and representation	*2.1 weeks (2003-2004)* *1.9 weeks (2004-2005)* *2.3 weeks (2005-2006)*	*within 4 weeks*	*within 4 weeks*	*- maintain efficient and timely intake process* *- enhance database to include Standard Case Management* *- refresh and upgrade technology*

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	STRATEGIC ACTIONS TO ACHIEVE TARGET
	percentage of clients satisfied with Workers' Advisers Program service at the time of case closure	*93% (2003-2004)* *94% (2004-2005)* *94% (2005-2006)*	*maintain at least 80% client satisfaction rate*	*maintain at least 80% client satisfaction rate*	*- maintain appropriate intake process* *- provide training and professional development opportunities for Advisers* *- maintain and develop tools to assess workloads, service consistency, use of best practices, quality (internal audits, internal database enhancements, monthly reporting)* *-continue to survey clients to gather information about service quality*
Stable labour relations environment	*percentage of working time lost per year due to strikes and lockouts in NS compared with the annual national average*	*0.01% NS* *0.05% National (2000)* *0.04% NS* *0.07% National (2001)* *0.02% NS* *0.09%National (2002)* *0.02% NS* *0.05% National (2003)* *0.03% NS* *0.09% National (2004)* *0.03% NS* *0.11% National (2004)* *0.03% NS* *0.1134% National (2005)* *0.015% NS* *0.02% National (2006)*	*meet or be less than the annual national average*	*meet or be less than the annual national average*	*- effective use of conciliation and mediation processes*

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	HIEVE
Security of retirement income for members of private pension plans	*percentage of plan members covered by a defined benefit pension plans registered with the Province that are (a) 100% funded; or (b) have a strategy in place to achieve full funding within 5 years* **Universities and municipalities have longer than 5 years to achieve full funding (2006 regulatory changes)*	*(a) 93% fully* *(b) 7% strategy (2001)* *(a) 82% fully* *(b) 18% strategy (2002)* *(a) 69% fully* *(b) 31% strategy (2003)* *(a) 49% fully* *(b) 51% strategy (2004)* *(a) 56% fully* *(b) 44% strategy (2005)* *(a) 53%* *(b) 47% strategy (2006)* *(a) 53%* *(b) 47% strategy (2007)*	*100% of members covered by fully funded plans or plans with an approved strategy*	*100% of members covered by fully funded plans or plans with an approved strategy*	*- ongoing review and analysis of valuation reports and data to identify solvency and funding problems* *- oversee employer payments required under legislation to bring the pension to full funding* *- any plan that is less than 100% funded must file a strategy with the department to get to 100% funding within 5 years (except for universities and municipalities who have an extended period to attain full funding and specified multi-employer plans who are eligible for a 3-year exemption from solvency funding.).* *- Superintendent has the authority under the Pension Benefits Act to order payment, if necessary*
Core Business Area: Alcohol, Gaming and Amusement Regulation					
Consumer protection related to alcohol, gaming and amusement activity	*percentage of liquor, gaming and amusement licensees inspected per year that are in compliance with acts and regulations*	*98% (2000)* *95% (2001)* *96% (2002)* *99.8%(2003)* *99.8% (2004)* *99.4% (2005)*	*percentage of licensees inspected per year that are in compliance with the acts and regulations will be 95% or greater*	*maintain the percentage of licensees inspected per year that are in compliance with the acts and regulations at 95% or greater*	*- increase focus on type of inspection and/or investigation* *- monitor problem areas* *- work with licensees to increase awareness of regulations and policies*